



# ***Amherst Police Department***

*Annual Strategic Plan Review*

*September 13, 2021*

## MISSION

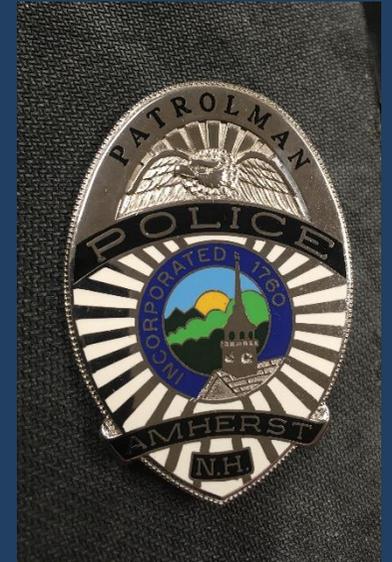
Protect the Constitutional rights and freedoms of all people

Perform all police duties with compassion, fairness, and respect

Preserve a reputation built upon commitment,  
professionalism, and uncompromising ethics

## VISION

Promote Safety - Foster Justice - Inspire Trust



# Strategic Plan: 2013-Present

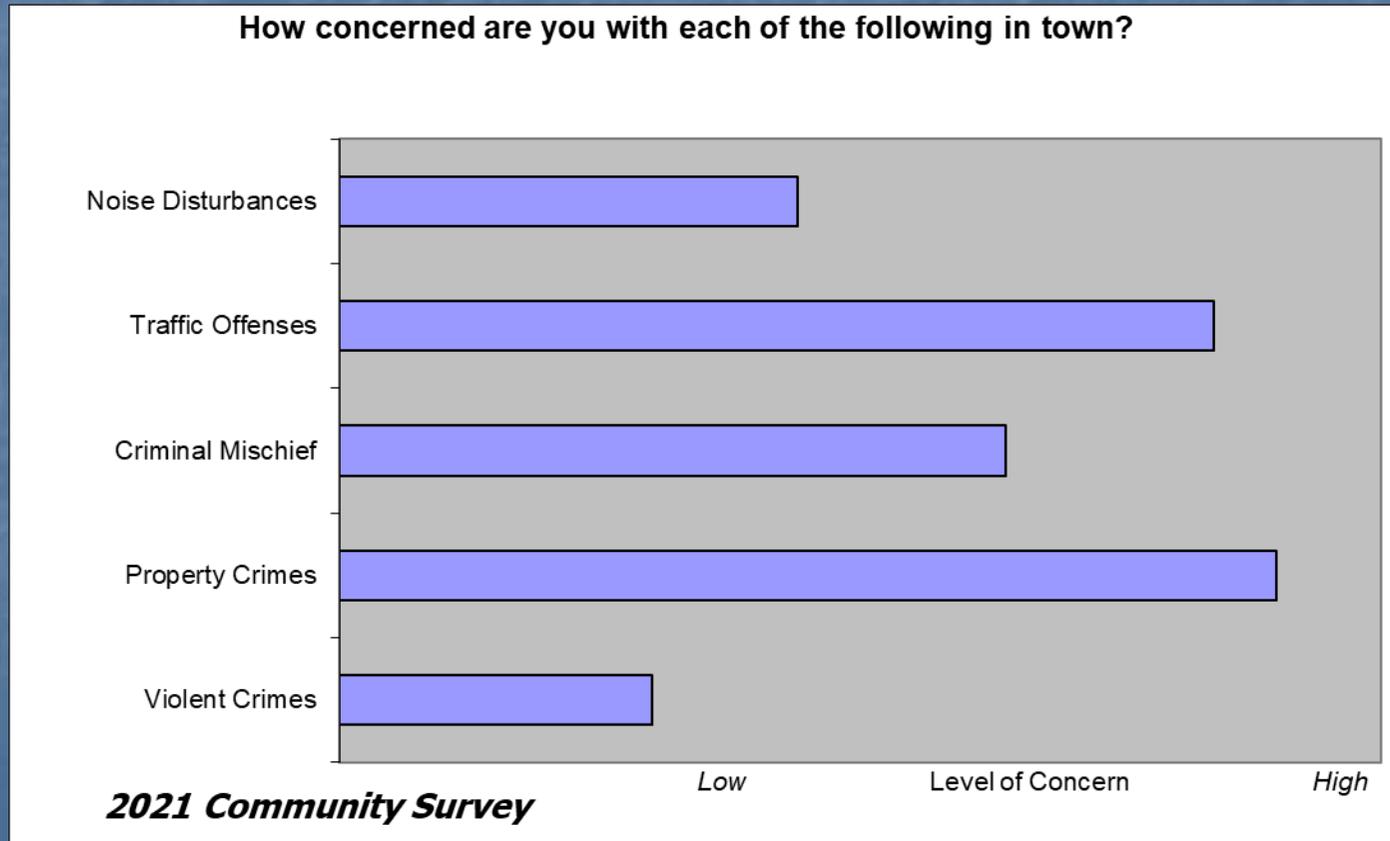
- Strategic planning process implemented eight years ago
- Identified individual goals, and developed strategies with supporting initiatives to achieve those outcomes
- Goals and initiatives tied in part to feedback gained through five biennial community surveys conducted to date
- Strategic planning process has facilitated advancement of initiatives in the following areas:
  - Community programming
  - Officer training and education
  - Undercover operations
  - Organizational structure
  - Vehicles and equipment
  - Capital reserve funding
  - Facility infrastructure

## Achieving Targeted Outcomes

- Initiatives tied to four goals aimed at improving public safety and maintaining overall level of service to the community:
  - *Reduce neighborhood property crime*
  - *Increase traffic safety along town roads and through residential areas*
  - *Reduce the use and availability of illicit drugs*
  - *Maintain professional policing standards and level of service*

## Goal #1: Maintain reduction in neighborhood property crime

- Five community surveys since 2013 consistently list property crime as one of the top two citizen public safety concerns alongside traffic offenses



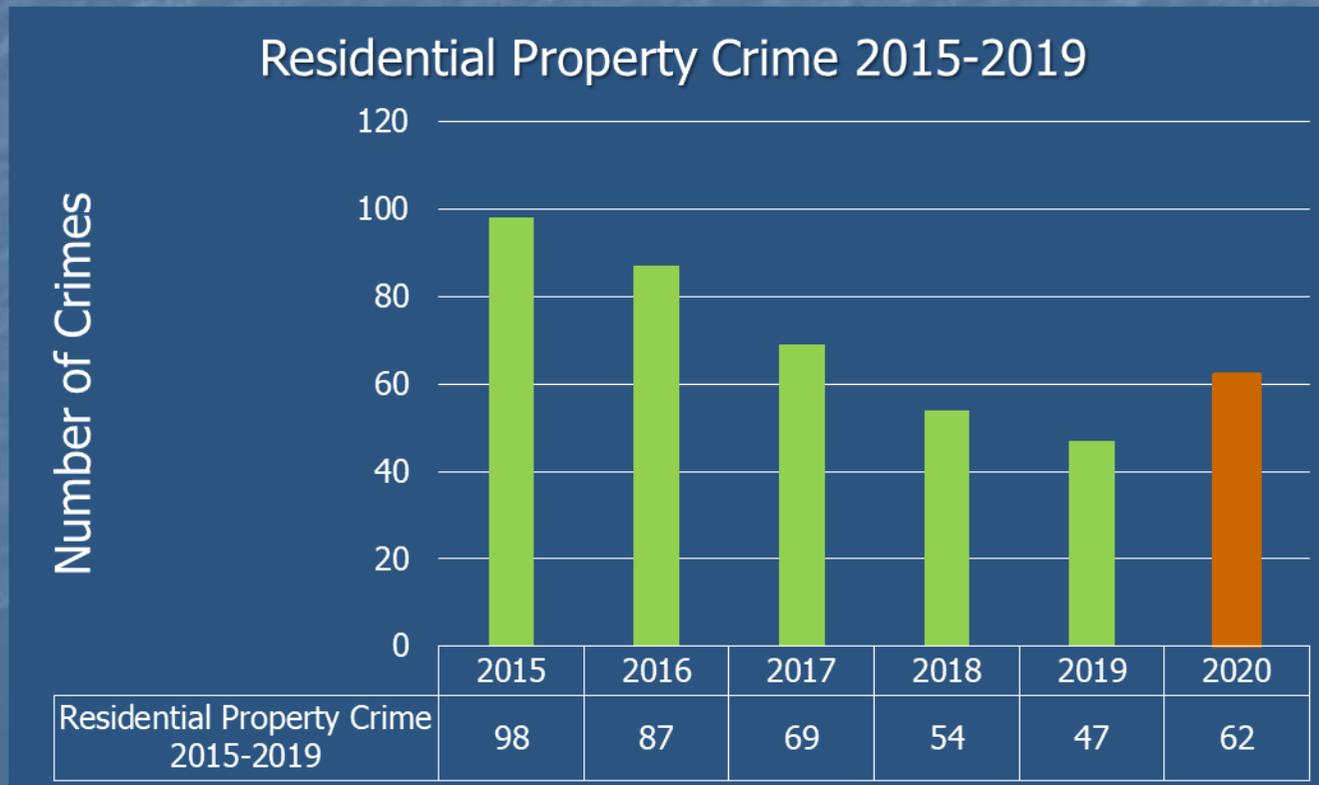
## Goal #1: *continued...*

- Goal aimed at reducing residential property crime by 15% over the course of 4-5 years



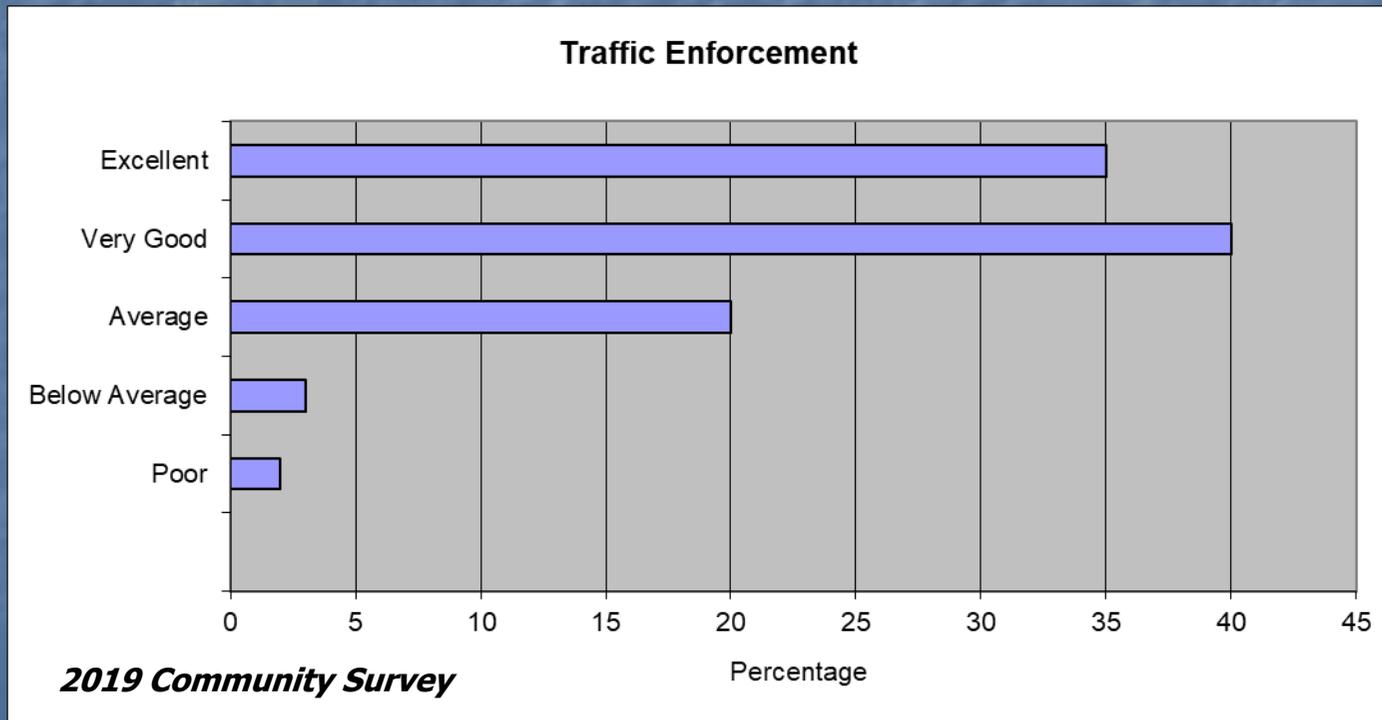
## Goal #1: continued...

- Property crime has decreased by an average of 10% each year from 2015 through 2019
- Agency focused on maintaining that reduction
- Uptick in residential crime for 2020 attributed to theft or vandalism of political signs during contentious election year (*otherwise resulting in 5<sup>th</sup> straight year of residential property crime reduction*)



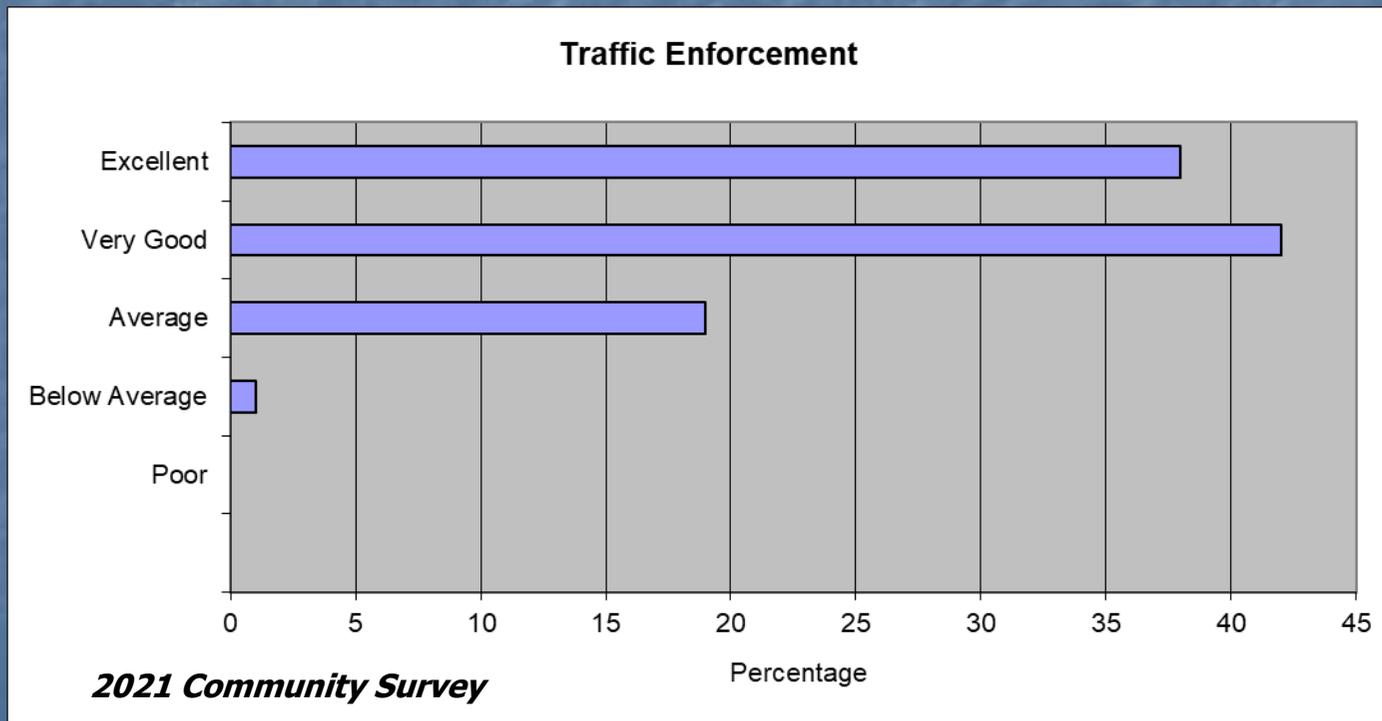
## Goal #2: Increase traffic safety along town roads and through residential areas

- 2019 community survey showed a 75% *Very Good – Excellent* rating for traffic enforcement
- Agency has continued to increase focus on traffic enforcement visibility along town and neighborhood roads



## Goal #2: continued...

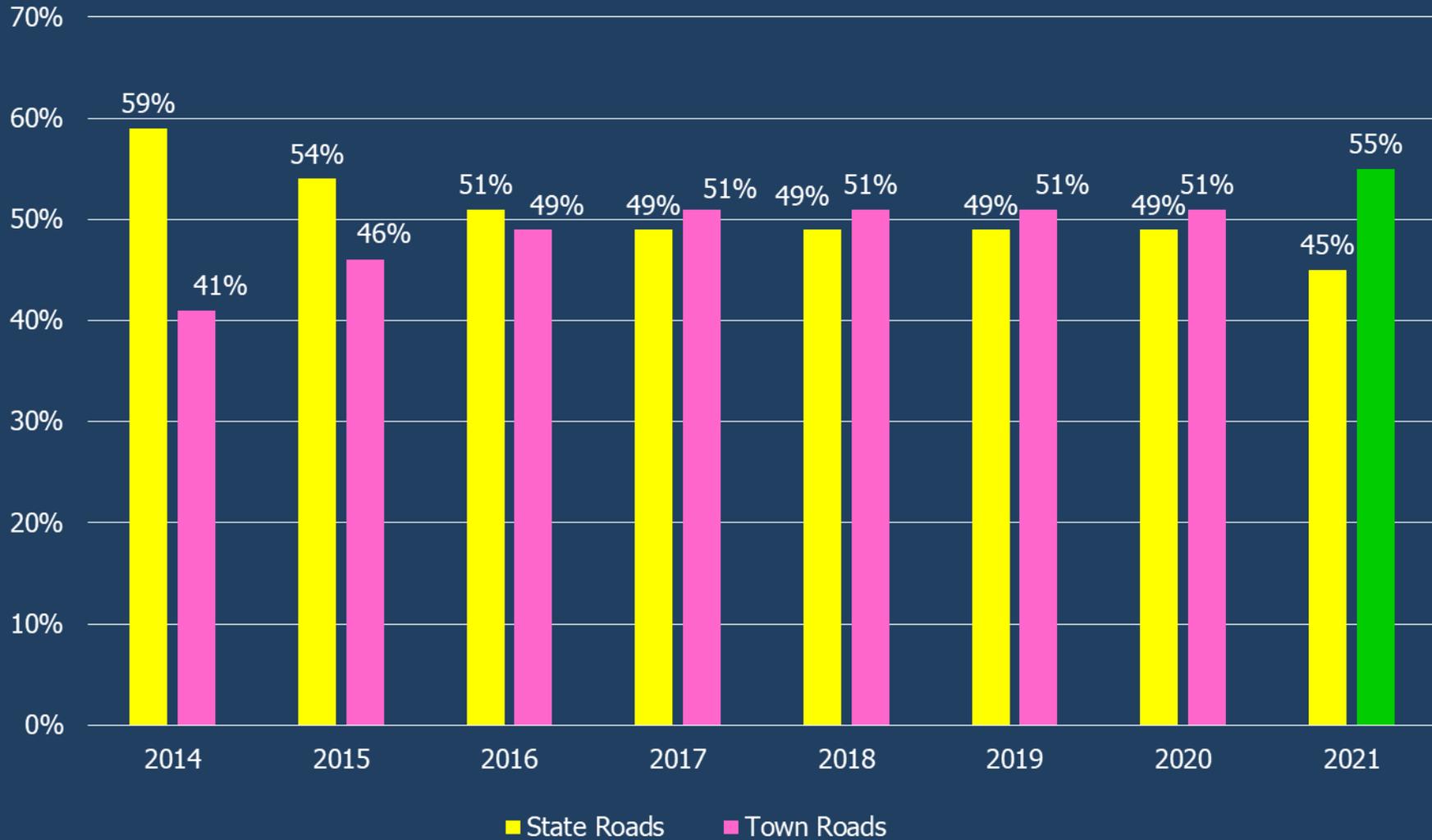
- 2021 survey showed an increase from 75% to 80% approval rating for traffic enforcement (with corresponding decrease/absence of lower rating categories)



## Goal #2: *continued...*

- Steady officer presence is still required along our two major state roads due to enormous traffic volume
  - Routes 101 and 101A alone account for roughly 66% of total yearly motor vehicle accidents
  - Routes 101 and 101A also account for approximately 60% of total DWI and drug-related arrests
- Agency efforts aimed at improving traffic safety along town roads with an initial increase in enforcement presence of 10-15% by 2021
- Efforts have increased focus on town roads by 10% since 2014
  - 51% of all traffic enforcement efforts have occurred on town roads for the last four years
  - Changes in overall agency operations changed dramatically throughout onset and continuation of Covid-19 pandemic
  - Unsuccessful in reaching goal of at least 52% town road enforcement for 2020
  - *However, agency currently on track to reach goal of at least 52% town road enforcement for 2021*

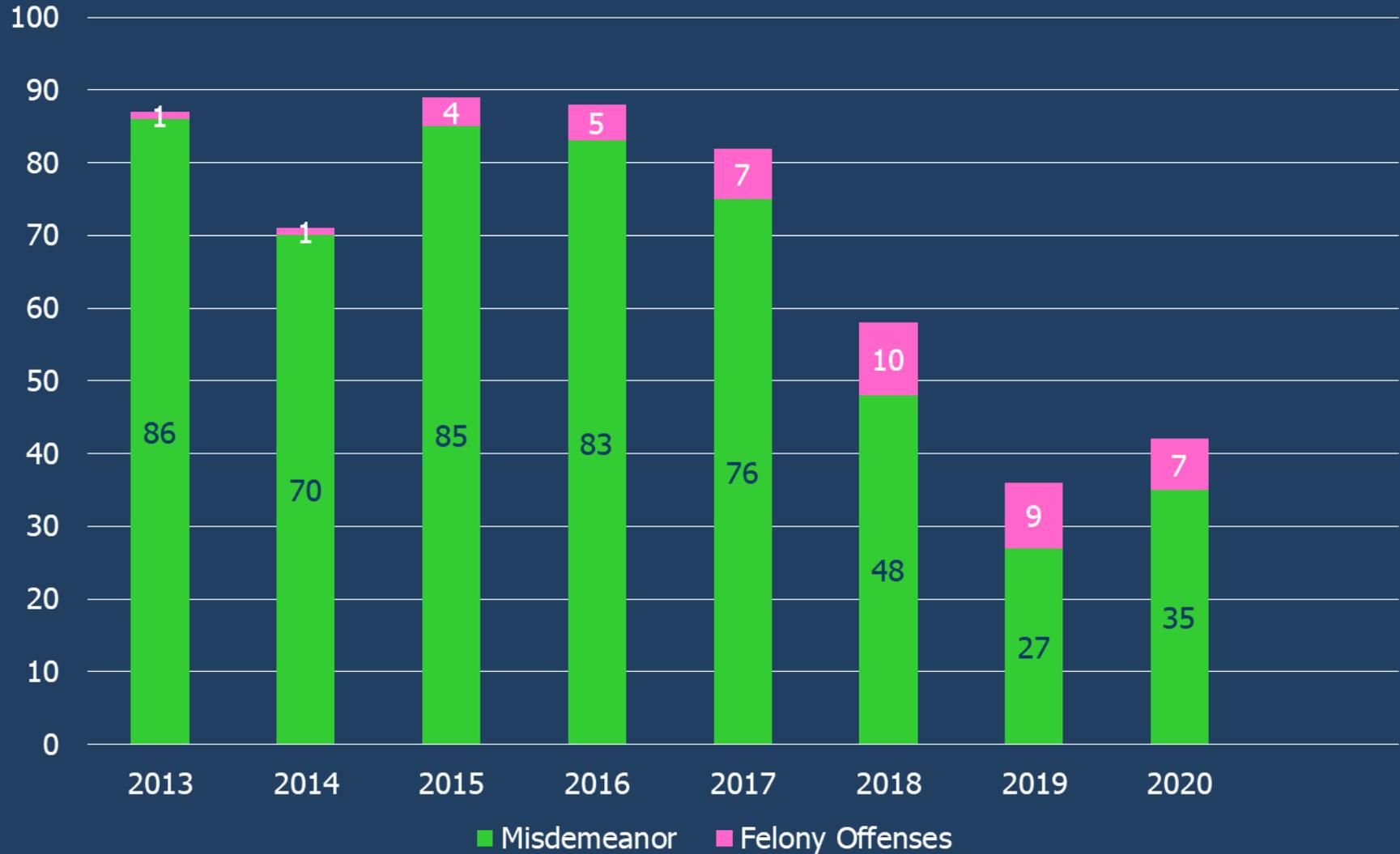
## Percentage of Citations Issued on State vs. Town Roads



## Goal #3: Reduce the availability of illicit drugs

- Department's drug enforcement efforts have always focused on drug resistance education and aggressive investigation/arrest of drug offenders
  - Drug awareness and education (D.A.R.E., School SRO education, etc.)
  - Investigation and arrest of drug offenders
    - Department's drug enforcement efforts have historically centered around traffic enforcement and motor vehicle-related drug interdiction (i.e., arrests and drug seizures during the course of traffic stops)
    - Enforcement efforts beginning in 2015 were augmented with creation of Hillsborough County Street Crimes Task Force and resulting undercover investigatory operations
- Continued impact on drug distribution at its source is necessary alongside drug resistance education and other drug enforcement and treatment efforts
- Department goal to increase major drug arrests by an average of roughly 15% each year through 2020 now shifted forward to at least 2022
  - County task force went unfunded for 2020 and operations were suspended
  - Department's individual drug interdiction efforts still resulted in continued arrests despite protocol changes due to Covid-19 and lack of County funding
  - Task force operations expected to resume in October 2021

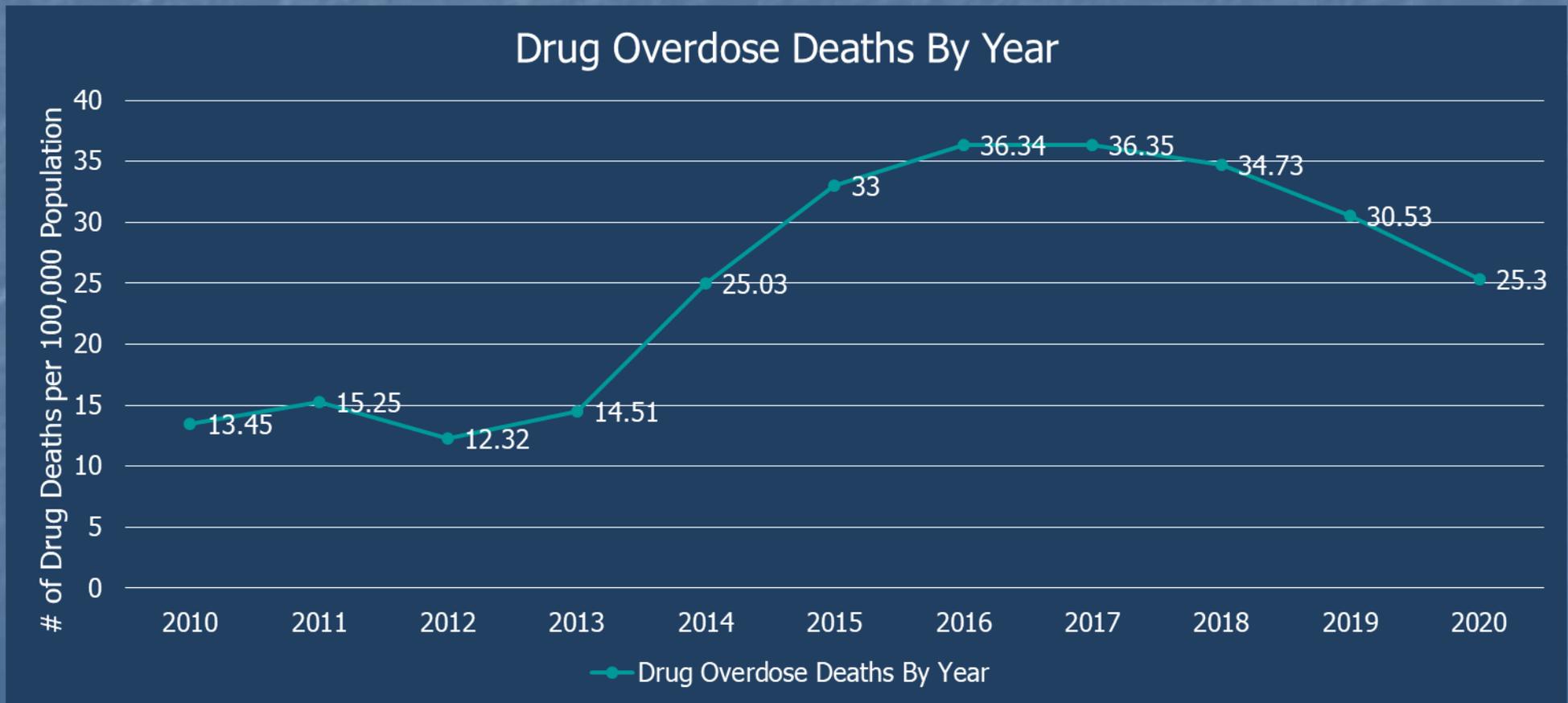
# Drug Arrests



# Drug Overdose Deaths By Year

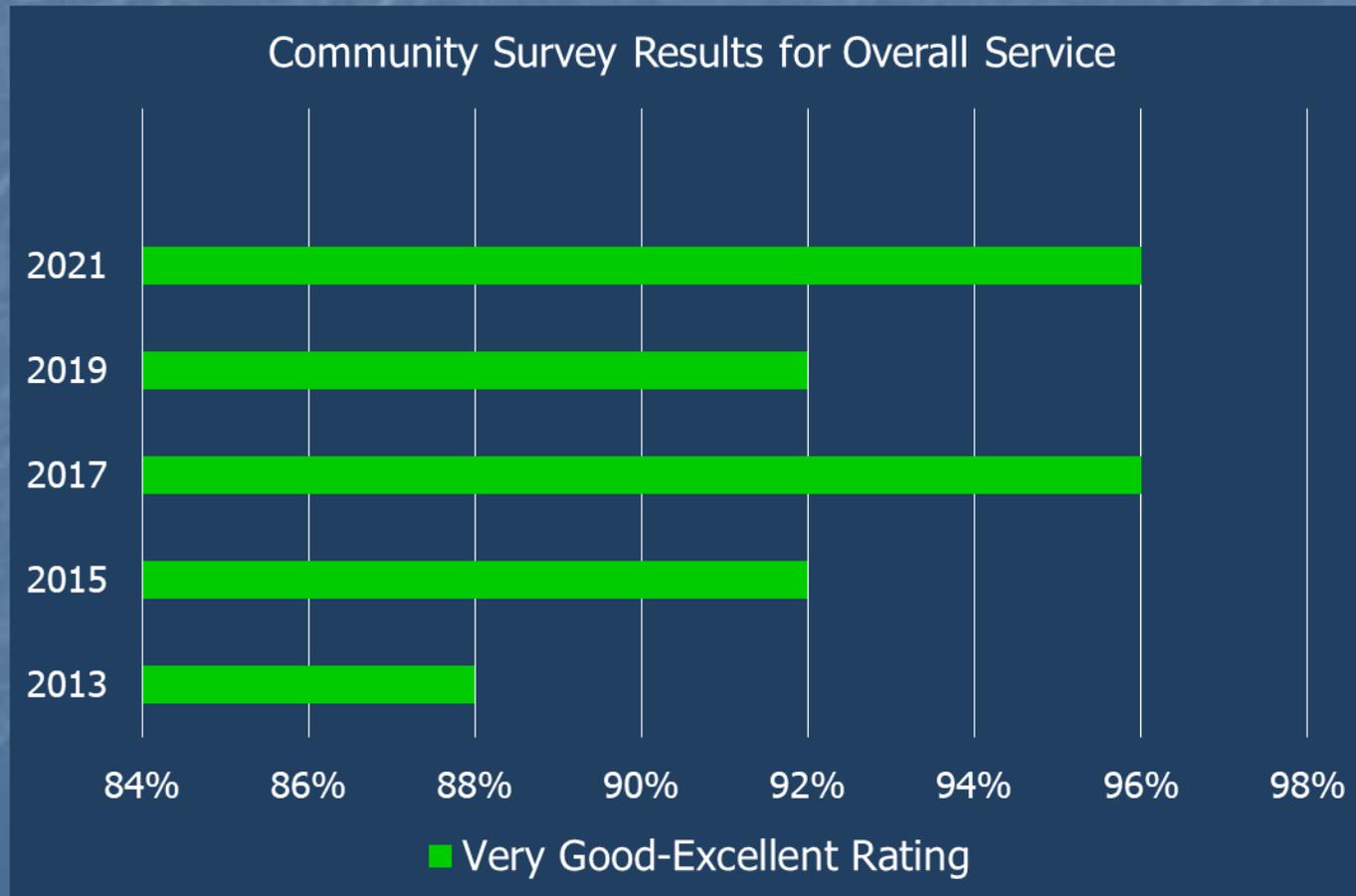
*Data Source: New Hampshire Drug Monitoring Initiative, 2/17/21*

- Overdose deaths have declined to 2014 levels, however, opioid/fentanyl class drugs are still prominent in the state and remain a critical problem.



## Goal #4: *Maintain professional policing standards and level of service*

- Biennial community survey implemented as part of strategic planning in the summer of 2013, and again conducted in 2015, 2017, 2019, and 2021



## Goal #4: *continued...*

- Agency goals and initiatives linked to community input received through biennial surveys and periodic community feedback
- Agency standing and perception tied in large part to maintaining best practices of professional police agencies
- Current police station renovation plan is central to maintaining and building upon professional policing level of service
- Phase One of building renovation finished in January 2021
  - Resulted in building-wide HVAC replacement, additional office space, and booking room/cell block relocation among other necessary improvements
- Phase Two to be completed by spring of 2022
  - Architect currently finalizing design specifications and preparing to put project out to construction bid
  - Focused primarily upon finishing the third floor space which has remained unfinished since the last building renovation in 1996
  - Funding for Phase Two already in place

# Amherst Police Department Training/Conference Room



## Goal #4: *continued...*

- Alongside infrastructure improvements, Department remains committed to maintaining best practices for improvements in police operations
- Department's strategic plan in 2020 referenced ongoing Body-Worn Camera (BWC) discussion
- BWC technology has improved significantly over the last several years along with supporting research
- More importantly, justification for program implementation has grown from a mere cost benefit analysis to one of public expectation and transparency
- In response to nationwide events surrounding issues of law enforcement training, bias, and accountability, the Governor established the *New Hampshire Commission on Law Enforcement Accountability, Community, and Transparency* which released their findings one year ago on August 31, 2020. <https://www.governor.nh.gov/sites/g/files/ehbemt336/files/documents/accountability-final-report.pdf>

## Goal #4: *continued...*

- Governor has since formerly adopted the Commission's report
- Among other discussion points, the report outlines 48 recommendations for state and local law enforcement to develop and implement in coming years
- One key recommendation encourages the use of body-worn cameras by all New Hampshire law enforcement agencies
- The New Hampshire State Police recently received funding on a separate legislative initiative to implement BWC's throughout their agency
- Three weeks ago, the Governor signed into law Senate Bill 96 which established a BWC fund to provide municipalities with 50% reimbursement
- Parameters of SB96 funding application and expenditure still yet to be established in the coming year through the appropriate legislative committee
- Likely at this point that formal agency request to initiate BWC program will come in FY24

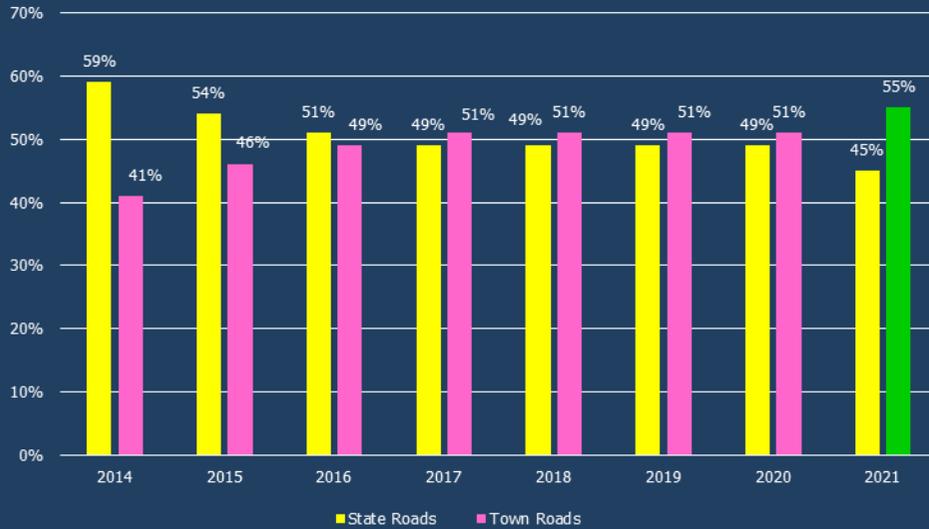
## Goal #4: continued...

### Current cost of implementing BWC program: *Introductory Discussion*

- Initial all inclusive, five year BWC contract currently \$172,750 (\$34,550 per year)
- Figure reduced to \$158,910 with 40% (or \$63,564) down in year one (savings of \$13,840)
  - Remaining payments of \$23,836 years two through five
- Option to renew five year contract for estimated 5-10% savings or continue on year-to-year basis (both all inclusive product services, maintenance, and data storage)
- As mentioned in previous slide, State grant reimbursement process still yet to be determined in coming year (e.g., manner of grant application and funding distribution)

# Vision Dashboard

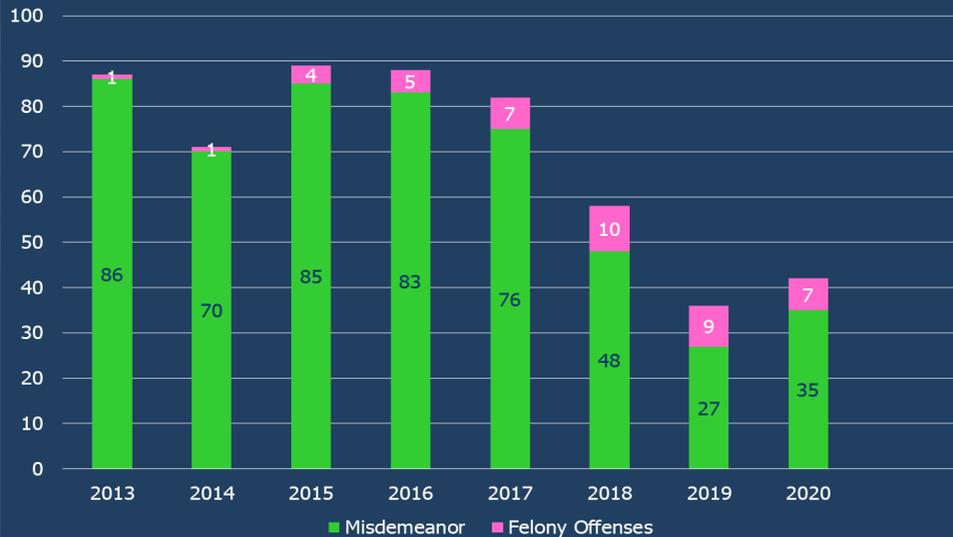
## Percentage of Citations Issued on State vs. Town Roads



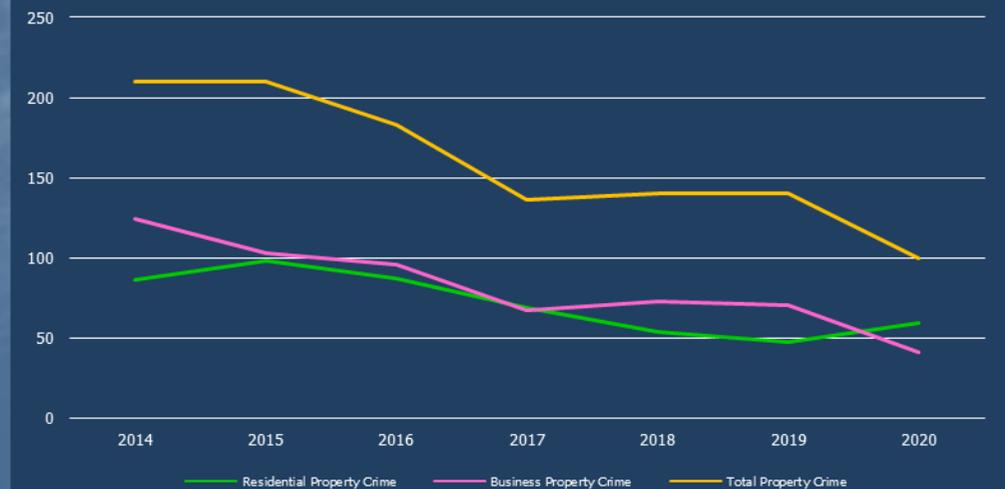
## Community Survey Results for Overall Service



## Drug Arrests



## Property Crime





# Amherst Public Safety Communications Center

# Achieving Targeted Outcomes

- Goal #1: Maintain caller satisfaction rating of 90% or better
  - *In-service training and professional development, management and supervision, employee recruitment and retention*
- Goal #2: Maintain communications infrastructure to provide continued quality public safety services to the community
  - *Continued voter support for yearly Communications Center Capital Reserve Fund warrant articles, prioritized schedule for equipment replacement/upgrade, and regular systems maintenance*

## Goal #1: Maintain Caller Satisfaction Rating $\geq$ 90%

- Dispatchers are first point of contact for emergency and other public safety services
- Strong focus on continual quality improvement
- Steady increase and maintenance of caller satisfaction rating reflected in four biennial surveys beginning in 2013 (81%) through most recent 2021 survey (93%)
- Same attention to services exemplified throughout ongoing Covid-19 crisis
  - Safety protocols put into place as needed to minimize exposure and transmission while still maintaining professional service
  - Communications Center personnel have continued to provide emergency walk-in services to any in need throughout the entire duration of the ongoing pandemic

## Goal #1: *continued...*

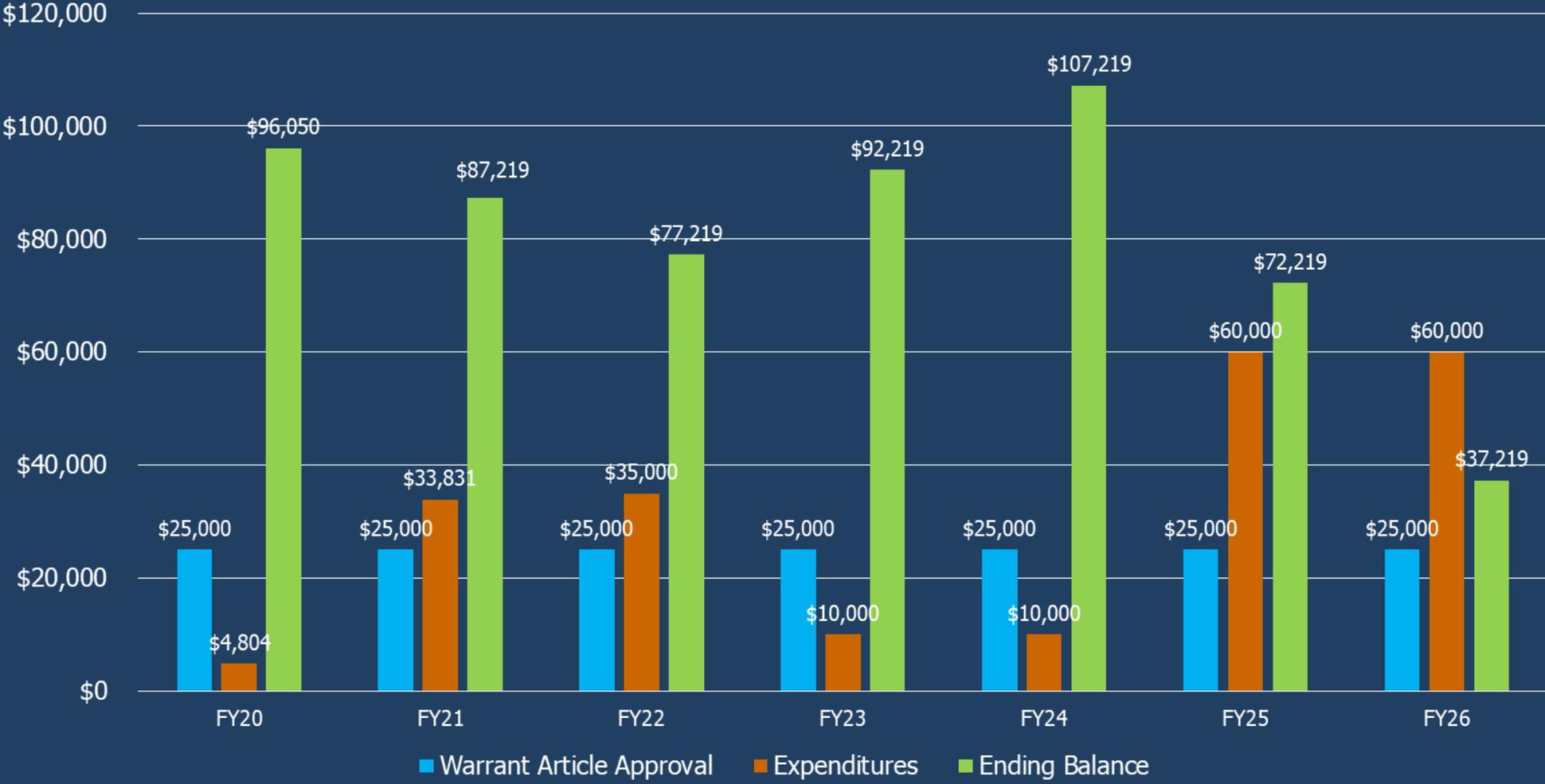
- The Amherst Public Safety Communications Center remains focused on providing the highest possible level of service to our residents
- Continued performance evaluation via community survey feedback and public input aimed at maintaining a satisfaction rating of no less than 90%



## Goal #2: Maintain Communications Infrastructure to Provide Continued Quality Public Safety Services to the Community

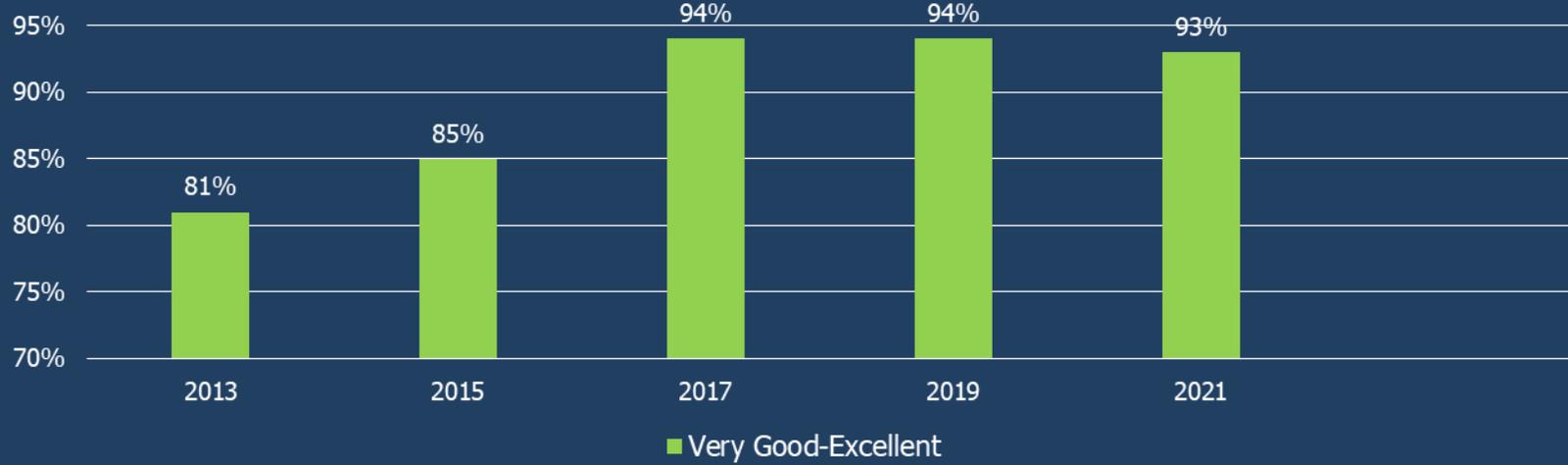
- Amherst Public Safety Communications Center represents starting point for effective response, coordination, and deployment of emergency services
- Maintaining current communications technology is also essential to ensuring safety of first responders and fortifying cross-agency interoperability
- Communications Capital Reserve Fund (CRF) established to address major repairs and long term equipment replacement
- Approximately \$95,000 expended on major repairs over the last four years
  - Most recently, \$30,000 allocated for premature microwave radio equipment failure on agency's north radio tower in August of 2020
- Annual Communications CRF contributions maintained for emergency repairs and anticipated major equipment upgrades and replacement
  - Radio tower replacement in 2025 (approximate grant match of \$60,000)
  - Radio console replacement in 2026 (approximate grant match of \$60,000)
- *Voters again supported continued annual capital reserve fund contribution of \$25,000 for FY22*

# Communications Center Capital Reserve Fund



# Vision Dashboard

## Communications Center Caller Satisfaction Rating



## Communications Center Capital Reserve Fund



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